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# The EDISON PROJECT

UMASS/AMHERST



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MENTS

Benno C. Schmidt, Jr.  
President

University of Massachusetts  
Depository Copy

February 14, 1994

Dr. Piedad F. Robertson  
Secretary of Education  
Executive Office of Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear Secretary Robertson:

The Edison Project is pleased to join with the Holyoke Charter School Group in submitting the enclosed charter school application. Our plan combines the benefits of Edison's ambitious school design with strong support from a broad spectrum of the Holyoke community.

Along with our application, we are enclosing a copy of the Edison Project's *Partnership School Design*, which will serve as the basis for the organization and operation of the Holyoke Charter School. The *Design* is the result of an eighteen month research and development effort that has integrated a number of original educational innovations with best practices from outstanding schools throughout the United States and beyond. Also enclosed is a copy of Edison's *Student Standards for the Primary Academy*, which reflects the extensive curriculum work that has already been completed for the proposed Charter School. Similar documents for the other academies that comprise the Edison design are now under production and can be provided to offer further detail about our ambitious and exciting curriculum.

While the proposed Charter School will operate under the auspices of an independent Board of Trustees, we seek a cooperative relationship with the Holyoke Public Schools. Beyond the areas of funding and transportation, we would welcome the opportunity to confer with the public school system on student and staff selection, curriculum, instruction, professional development and other matters of mutual concern. In this way, we believe that the Charter School can be a valuable asset to public education throughout the Holyoke community.

Edison's Massachusetts Charter School effort is being led by Dr. Stephen Tracy, a member of our Public School Partnership team. Should you have any questions regarding this application, please contact him via our New York office (212-309-1600) or by voice mail (800-338-6402, box 8955). Please contact me directly (212-309-1611) if you have questions I can answer.



Dr. Piedad F. Robertson  
February 14, 1994  
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If we are successful in obtaining a charter, the Holyoke Charter School will open its doors to students in mid-August of 1995. We are seeking a charter at this time so as to leave adequate time for the parent outreach, staff recruiting, program development and facilities preparation activities that will be essential to an effective school operation.

The Edison Project and the Holyoke Charter School Group are committed to providing world class educational opportunities to a diverse group of Holyoke children through the charter school process. We look forward to working with you as this exciting chapter in school improvement unfolds throughout the Commonwealth.

Sincerely,

*Benno C. Schmidt, Jr.*  
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Dr. Piedad F. Robertson  
February 14, 1994  
Page 2

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Sincerely,

*Benno C. Schmidt, Jr.*  
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# Commonwealth of Massachusetts

## Executive Office of Education

### *Charter School Application Designated Contact Person*

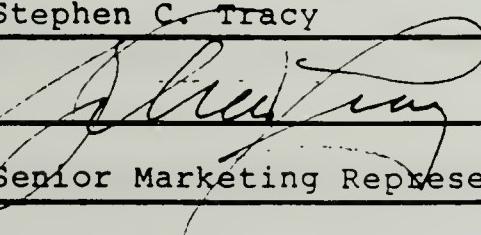
Please provide the Executive Office of Education with the following information identifying a designated contact person for the group submitting an application for charter school status. This form *must* be filed along with the charter school application no later than February 15, 1994. Please mail all required materials to:

Secretary of Education  
ATTN: Charter Schools  
Executive Office of Education  
One Ashburton Place, Room 1401  
Boston, Massachusetts 02108

Tel: (617) 727-1313

*Please print or type:*

THE EDISON PROJECT WITH THE HOLYOKE CHARTER SCHOOL GROUP  
Name of organization/group filing for charter school status

Contact Person Name:	Stephen C. Tracy
Signature:	
Date:	2 / 15 / 1994
Title:	Senior Marketing Representative
Address:	529 5th Avenue
City:	New York
State:	New York
Zip:	10017
Telephone:	212-309-1600      800-338-6402 Ext. 8955
Fax:	212-309-1604



# The Holyoke Charter School

## Part I

### **1.) Mission Statement:**

The mission of the Holyoke Charter School is to prepare a diverse cross section of Holyoke children for success as students, workers and citizens by providing them with a high quality education at prevailing public school costs.

### **2.) School Objectives:**

The objectives of the Holyoke Charter School are set forth in detail in the Edison Project's *Partnership School Design*, and *Student Standards for the Primary Academy* (attached). (The *Standards* book for the Elementary Academy is currently in production.) In summary, students served by the Charter School will develop knowledge and skills in the following areas:

**A. Academic Objectives:** To achieve world class performance levels in:

- Reading & Language Arts (*Standards Book* p 13)
- History & Social Science (*Standards Book* p 25)
- Fine Arts (*Standards Book* p 32)
- Mathematics & Science (*Standards Book* p 41)

**B. Non Academic Goals for Student Performance:**

- Character & Values (*Standards Book* p 49)
- Health & Physical Fitness (*Standards Book* p 53)
- Practical Arts & Skills (*Standards Book* p 57)



### C. Community Environment

A number of aspects of the Edison School design will assure a positive community environment at the Holyoke Charter School. These include:

- A "House System" in which groups of approximately 100 students work with teams of four classroom teachers, supplemented with specialists in music and art, foreign language, physical fitness and sports.
- An "Academy" structure under which teachers work with the same groups of students for two or three years, thus forming closer, more productive and more accountable relationships;
- A curriculum that emphasizes character and ethics, including responsible behavior as members of a learning community.
- A pervasive system of technology that facilitates communication among students, staff members and families.

### 3.) Statement of Need:

#### A. Why is there a need for this type of school?

The social and economic future of Holyoke depends, more than anything else, on the community's ability to provide a competitive, first rate education to all of its children. The Edison Project offers a comprehensive, innovative and inspiring educational program that will provide numerous opportunities and advantages to the children of Holyoke.

Data from the Massachusetts Educational Assessment Program indicate that there is room for improved achievement for many Holyoke students. In 1992, for example, the majority of Holyoke students scored below the "proficient" level on the M.E.A.P. For that reason, we believe that parents and community leaders would welcome a promising alternative education program in Holyoke. The proposed Holyoke Charter School represents just such an opportunity.



B. Explain why a charter school would help to effectively address this need:

The Holyoke Charter School is designed to enable a representative cross-section of Holyoke children to perform at high levels. As a result, every one of the School's graduates will be well prepared for further education. The details of the plan that will insure positive results for our students is set forth in the attached *School Design*. Among other things, we intend to reach our ambitious goals in the following ways:

- Long term relationships between teachers, students and families. Because of the School's "academy structure", groups of approximately 100 children will work with teams of four teachers for two or three years at a time, rather than the typical 10 months.
- Highly qualified professional staff. Our school's administrative and teaching staff will be selected on the basis of rigorous criteria as the result of a local and national search. Teachers will receive extensive pre service and in service training and will be free from "non-professional" duties during the school day.
- More time for learning. Our school will serve students for seven or eight hours a day, 210 days a year. Over the course of a thirteen year school experience, this schedule will provide the equivalent of several years of additional time for learning.
- Intensive use of technology. The Holyoke Charter School will make extensive use of computer and telecommunications technology. An interactive electronic network known as "The Common" will link all teachers, students and families in the school with each other and with other Edison schools across the nation.
- Individualized and varied instructional methods that address the important differences in the ways children learn.
- A focused, carefully integrated curriculum that inspires – one that will give all students in depth understanding across all academic core areas.
- Access to substantial curriculum, instructional and staff development resources through the Edison Project's national system.



#### **4.) School Demographics:**

##### **A. Describe the area where the school will be located.**

The Holyoke Charter School will be located in the city of Holyoke, Massachusetts. A specific facility is currently being sought with the assistance of municipal officials, business leaders and private citizens. Particular attention is focused on a former elementary school (currently vacant).

##### **B. Why was this location selected?**

Holyoke was selected as the site for the School because it is a city that reflects many of the opportunities and challenges facing public education in the Commonwealth of Massachusetts in the 1990's. Its public schools serve a diverse population of students. Limited budgets and traditional patterns of school organization have made it difficult to reach the levels of performance that Holyoke's educators and citizens would like to see for all students.

##### **C. Describe any unique characteristics of the student population to be served.**

The Holyoke Charter School will serve a representative cross-section of the city's student population. A substantial proportion of the students to be served will come from low income families. Many will come from homes in which English is not the first language.

##### **D. What is the school's anticipated enrollment?**

The School will open in August of 1995 with a population of approximately 500 students. If the School proves successful and if state law and regulation permit, it is our intention to extend the Holyoke Charter School through grade 12, with a total enrollment of approximately 1,100 students.

##### **E. What grade levels will be served? How many students are expected to be in each grade level or grouping?**

The Holyoke Charter School will serve students in grades K- 4 upon opening in August of 1995. Each grade level will consist of approximately 100 students.



## 5.) Recruiting & Marketing Plan:

- A. How will you publicize the school to attract a sufficient pool of applicants?

A variety of means will be employed to insure an adequate pool of applicants for the Holyoke Charter School, including the use of print media and local cable television. Personal contact with the parents of prospective students will be insured through local civic and neighborhood associations and by distributing information through the local public schools. Neighborhood "coffees" and open house sessions at the school will provide interested parents with numerous opportunities to acquaint themselves with the school's curriculum and design.

- B. Specifically, what type of outreach will be made to potential students and their families?

A particular effort will be made to reach out to the parents of minority and economically disadvantaged children to make sure that the resulting student population will include a fair representation from these groups. Local civic and neighborhood associations will play an important role in this process, along with the School's Social Worker.

## 6.) Admissions Policy:

- A. Describe the admissions methods and standards you will use to select students.

Students will be selected for admission to the Holyoke Charter School by the principal, with assistance from the School's faculty. Parents will be asked to submit a written application and to join their child for a personal interview.

Because the Holyoke Charter School is a public school committed to equal opportunity, the School will employ no admissions exams or special admissions requirements. Any student who resides in Holyoke and appears likely to benefit from our instructional program will be eligible for admission. In the event that applications exceed the number of seats available, a lottery will be employed to select the students who will enroll in the School. The lottery will be "stratified" to assure proportionate representation from various economic and ethnic groups. Consistent with the requirements of the Charter School law, admission will be available to children from outside of Holyoke provided that all interested Holyoke families have been accommodated.



The school's open admissions policy will apply to special education students as well. Students who require extraordinary assistance as the result of handicapping conditions will be admitted with the understanding that funding adequate to their needs will be provided by the school district in which they reside. As with existing public schools, there may be a small number of significantly handicapped children for whom the Charter School would not be an appropriate placement.

B. Explain how these policies further the mission of the school in a non-discriminatory fashion.

The School's open admissions policy and outreach program are consistent with its status as a public school and with its mission of providing outstanding educational opportunities on an equal opportunity basis. The School will be accountable to its Trustees and to the Executive Office of Education for assuring that its student population represents a cross section of the Holyoke student population.

## 7.) Profile of Founding Coalition:

A. Make up of partnership.

The Charter School is the product of a relationship between a group of prominent Holyoke citizens known as the Holyoke Charter School Group and The Edison Project.

**The Holyoke Charter School Group** consists of several Holyoke area citizens who have joined together for the purpose of filing this application. A list of these individuals and their affiliations is attached.

**The Edison Project** is a privately funded school development effort created in 1992 by Christopher Whittle of Knoxville, Tennessee. The project is led by its president, **Benno C. Schmidt, Jr.** and is based in New York City. The Edison Project is committed to the development and operation of a national network of high performance public schools, to be created in cooperation with local citizens groups or boards of education. The Project's founding partners are:

**Dominique Browning**, former Assistant Managing Editor for *Newsweek*;

**John Chubb**, Senior Fellow (now on leave) with "Institute, and co-author of *Politics, Markets*



**Lee Eisenberg**, former Editor in Chief of *Esquire*;

**Chester Finn**, Professor of Education at Vanderbilt University (now on leave) and former Assistant U.S. Secretary of Education;

**Nancy Hechinger**, founder of Hands on Media, a multi-media production company; and

**Sylvia Peters**, former Principal of the Dumas Elementary School in Chicago and author of "The Seven Principles of Becoming Young Black Adults".

Members of Edison's Public School Partnership team include:

**Francie Alexander**, former Associate Superintendent for Curriculum, state of California;

**Bill Kirby**, former Superintendent of Education, state of Texas;

**Sandy McCarroll**, former Deputy Commissioner for Educational Programs, state of Florida;

**Deborah McGriff**, former Superintendent of Schools, Detroit, Michigan; and

**Stephen Tracy**, former Superintendent of Schools, New Milford, Connecticut.

#### B. History and Affiliations.

The partnership between the Edison Project and the Holyoke Charter School Group has developed over the past two months as concerned Holyoke citizens, including the Mayor and the School Committee, have conferred with representatives of the Edison Project about the possibility of establishing a high quality charter school in their community.

#### C. Plans for further Recruitment.

The bylaws of the Charter School will include provisions for the replacement or addition of members of the Board of Trustees. While the Board is open to the addition of other individuals who are committed to the mission of the school, there are no plans to add other members at this time.



### 8.) Timetable:

The Holyoke Charter School plans to open its doors to students for the first time in mid-August, 1995. Key events between now and then include the following:

- March, 1994: Charter awarded.
- May, 1994: School facility identified.
- July, 1994: School principal selected.  
Final commitment for facilities executed.
- August, 1994: Facilities renovation commences.  
Teacher recruitment commences.
- September, 1994: Parent information program commences.
- October, 1994: Support staff recruitment commences.  
Student recruitment effort commences.
- December, 1994: Applications for admission due.
- January, 1995: Student selection process completed.
- April, 1995: Teacher selection completed.
- May, 1995: Support staff selection completed.  
Facilities renovation completed.
- June, 1995: Six week pre-service staff development program commences.  
Equipment, furnishings, etc. installed in facility.  
Parent orientation sessions conducted.
- August, 1995: Pre-service staff development program completed.  
School opens.



## Part II

### 9.) Evidence of Support:

Support for the proposed Holyoke Charter School is evidenced by the local citizens who have stepped forward to plan the school and to serve on its Board of Trustees (see attached list).

### 10.) Educational Program:

#### A. Describe the Educational Program.

The educational program for the Holyoke Charter School has been developed by the Edison Project and is set forth in detail in the attached *Partnership School Design*. A plan of instruction for early elementary students is set forth in the attached *Student Standards for the Primary Academy*. A similar publication for the Elementary Academy is currently under development.

#### B. Basis for Teaching Methods:

The teaching methods to be employed in the Charter School have been devised by the Edison Project as the result of an eighteen month long research and development effort. Effective practices in outstanding schools across the United States and around the world were evaluated and incorporated into the school design.

Because the Holyoke Charter School will place a significant emphasis on the professional authority of its faculty, decisions about the methods to be employed to teach particular lessons to particular students will be made by the School's teachers.

Typical teaching methods to be employed in the School include:

- Individual instruction;
- Cooperative learning;
- Project based learning;
- Large group lecture/demonstration; and
- Individual and small group instruction through technology.



The educational program and curriculum set forth in Edison's *Partnership School Design* will be provided to all students in the School. No "tracking" or "ability grouping" will be employed. Instead, each student will be challenged in a manner appropriate to his/her level of performance through an individual plan of instruction set forth in the student's Quarterly Learning Plan.

C. School Calendar and Hours of Operation:

The annual calendar of the Holyoke Charter School will provide for 210 days of regular instruction. The School will open on or about August 15 and close on the following June 30. Parents who wish to enroll their children in summer session courses are free to do so.

Examples of annual calendars and daily schedules are presented on the last three pages of the attached *Partnership School Design*.

## 11.) Student Performance

A. Assessment of student performance.

The performance of students at the Holyoke Charter School will be measured in the following ways:

- Participation in the Massachusetts Educational Assessment Program (M.E.A.P.);
- Participation in the district-wide assessment program as required by the Holyoke Public Schools; and
- Participation in the individual performance assessments developed by the Edison Project, as described in Section 5 of the attached *Partnership School Design* and in the *Primary Academy Book*, (pp 17, 19, 21, 23, 29, 36, 38, 43, 47, 50, 54 and 59.)

B. Remedial services.

We believe that the most effective way to help low performing students to succeed is to create a close relationship between the student and a small group of educators who have the responsibility and the authority to tailor instruction to meet his or her individual needs. Therefore, responsibility for the monitoring of individual student performance and the delivery of remedial assistance to students in need rests with the team of four teachers serving each "House" of approximately 100



students. Teachers will be well positioned to provide remedial assistance for the following reasons:

- Teachers in the Holyoke Charter School will be selected in part on the basis of their ability to identify and assist students who need remedial help at the earliest possible point in their educational development.
- Teachers will be provided with regular and extensive training that will assist them in responding to individual student needs.
- The Edison Project will make a powerful interactive technology system available to the School's teachers and students that will make individualized remedial instruction available as needed.
- In addition to its regular classroom teachers, the Primary Academy will also employ two tutors to assist students experiencing academic difficulty.

When their remedial needs exceed the capability of their House teachers, students at the Holyoke Charter School will be referred to reading and mathematics specialists at the school for further assistance.

#### C. Measurement of the development of skills.

Skill development will be measured through a combination of achievement tests required by the Holyoke Public Schools and the Commonwealth of Massachusetts, and a variety of individual assessment tools as described in Section 5 of the attached *Partnership School Design* and in the *Primary Academy* Book, (pp 17, 19, 21, 23, 29, 36, 38, 43, 47, 50, 54 and 59.)

### 12.) School Evaluation

#### A. Self-assessment/evaluation.

Self assessment and evaluation will be an on-going activity at the Holyoke Charter School. Regular conversations about student performance will take place among the four teachers who make up the faculty for each "House" in the School. A periodic review of student and school performance will be conducted by the principal and shared with the Board of Trustees. In addition, operations at the Holyoke Charter School will be subjected to continuous review by the Edison Project's national system of quality control.



**B. Dialogue with parents and community.**

The Holyoke Charter School will establish and maintain close communications with parents in the following ways:

- Regular parent conferences for the purpose of developing Quarterly Learning Contracts.
- Additional teacher/parent/student conferences as needed.
- Regular contact between teachers and parents using an interactive computer network linking the School with the home of every student.
- Establishment of a Parent Council to address issues of concern to the families being served by the School.
- An inclusive parent volunteer program.

Communications with the wider community will be promoted by a Board of Friends consisting of leading Holyoke citizens. The Board of Friends will organize a variety of activities, including:

- Mentoring programs;
- Guest speakers and field experiences;
- Community information programs;
- Community service programs;
- Fund raising for supplemental activities.

**13.) Human Resources Information:**

**A. Employment of teaching and administrative staff.**

The Holyoke Charter School will be led by a principal to be recruited and selected by the Edison Project, subject to ratification by the Board of Trustees. Teachers, in turn, will be hired and subject to dismissal by the principal. Initial recruiting efforts will focus on the Holyoke area. However, Edison will conduct a coordinated nationwide recruiting effort to assure the selection of a high quality staff for the Holyoke Charter School. The standards for the employment of the



principal and the faculty are set forth in the attached *Partnership School Design* document.

Assuming that the Holyoke Charter School will serve approximately 500 students when it opens in August of 1995, the targeted staff size for the School is as follows:

- 1 Principal (full time)
- 1 Business/Operations manager (part time)
- 1 Technology & Information Systems Director (full time)
- 1 Librarian/Media Specialist (part time)
- 1 Social Worker (part time)
- 2 Tutors (full time)
- 27 Teachers, as follows:
  - 20 Classroom Teachers (including 5 Master Teachers)
  - 2 Foreign Language Teachers
  - 2 Physical Education Teachers
  - 3 Art and Music Teachers

#### B. Teacher & Administrator Evaluation.

The principal of the Charter School will be selected, trained and evaluated by the Edison Project. The principal will benefit from Edison's national system of quality control and management assistance. Formative evaluation conferences will be conducted quarterly, and a written summative evaluation will be prepared annually.

Teachers will be evaluated at least annually by the principal, with master teachers assisting in the evaluation and development of their less senior teammates. The evaluation of professional personnel will be based largely on the extent to which students have made measurable progress toward the learning goals set forth in the curriculum.



### C. Other Human Resource Information.

Salaries & Benefits: Salaries and benefits extended to professional staff members at the Holyoke Charter School will be competitive with those provided by the Holyoke Public School system.

Employment of the Principal: The principal of the Holyoke Charter School will be employed on an annual contract and may be dismissed by the Edison Project and the Board of Trustees.

Employment of Teachers: Teachers at the Holyoke Charter School will be employed on annual contracts and will be subject to dismissal by the School's principal.

Professional Development: The Holyoke Charter School will make a major investment in its staff in the form of professional training and development. All staff members will be provided with an extensive pre-service orientation and development program prior to the opening of school in August of 1995. The School's four-person teacher teams will be the focus of on going in-service professional development, under the direction of the principal and master teachers.

For additional information on teachers and professional development at the Holyoke Charter School, see Section 6 of Edison's *Partnership School Design*.

## 14.) School Governance:

### A. Internal Management.

The Holyoke Charter School will be managed by the Edison Project, on the basis of a contract between the Board of Trustees and Edison. Under the terms of the management contract, the Edison Project will be accountable to the Board of Trustees for the operation of the School and the achievement of student learning. The contract will describe the means by which the Trustees may dismiss the Edison Project for failure to perform.

### B. Selection of the Board of Trustees

The original Board of Trustees consists of the individuals named in Section 7 of this application. Additional and/or replacement Trustees will be selected by two thirds vote of the Trustees.



### C. Roles and Responsibilities of the Board of Trustees

The Board of Trustees will be responsible for:

- Development and execution of the management contract under which the Edison Project will staff, equip and operate the School;
- Ratification of the selection of the school principal;
- Receipt of funds for the operation of the School from local school committees in accordance with the procedures set forth in the Charter School law;
- Solicitation and receipt of grants and donations consistent with the mission of the Holyoke Charter School; and
- Monitoring of school operations and student performance, on the basis of regular reports to be presented by the Edison Project.

### D. Relationship of the Board of Trustees to teachers, administrators, students and families.

Since the Holyoke Charter School will be managed by the Edison Project, teachers, students and families will have a direct relationship with the Edison Project through the principal, teachers and other staff members. The Board of Trustees will confer with parents, teachers and students from time to time as a part of its general oversight of school operations and Edison's performance. The Holyoke Charter School will actively solicit visitations from Trustees, parents and other citizens who are interested in observing or assisting with the School's activities.

### E. Parent and Student Involvement in Decision Making.

Since the Holyoke Charter School will be a school of choice, parents retain the right to make two very important decisions with respect to the education of their children: the right to seek admission for their children and the right to withdraw their children if they conclude that the School is not serving their children's best interests.

Parents will play an important role in consulting with their children's teachers in the development and implementation of Quarterly Learning Contracts. In addition, parents will be encouraged to provide advice and assistance to the school through service on the School Parent Advisory Board and through a variety of other volunteer activities.



#### F. Community Involvement in School Activities.

The Holyoke Charter School will be a community school in every sense of the term. Efforts will be made to locate important community services in the School building, so as to make them accessible to parents. The School building will be available for use by community groups after school hours. The Board of Friends will encourage community members to involve themselves in the life of the School in a variety of ways, including mentor programs, guest presentations, field trips and school visitations.

For additional information on the important roles that students, families and the community at large will play in the life of the Holyoke Charter School, see section 8 of Edison's *Partnership School Design*.

#### 15.) Building Options:

A search for a suitable building to house the Holyoke Charter School is currently under way with assistance from municipal officials, business leaders and private citizens. Particular attention is being focused on a former elementary school (currently vacant) which is now in the hands of the city.

Once a potential site has been identified, it will be evaluated by Bovis Management Systems, Inc. as to its suitability for a Charter School. The Edison Project will assume responsibility for adapting a code compliant facility for use as a Charter School, including general painting and clean up, and installation of the technology that is integral to the Edison school design.



## Part III

### 16.) Code of Conduct:

The Holyoke Charter School will operate on the basis of a Code of Conduct to be developed by the principal in cooperation with the faculty and parents. The Code will emphasize:

- the importance of self discipline;
- prompt, logical consequences for misbehavior; and
- maintenance of a safe environment for teaching and learning for all students and staff members in the school.

The principal will have the authority to suspend students from the Charter School for serious, repeated violations of the Code of Conduct. The principal will also be authorized to expel students from the School for actions that pose serious threats to the well being of staff members or other students, subject to a majority vote of the Trustees.

A copy of the Code will be provided to the Secretary prior to the commencement of school operations.

### 17.) Special Needs Students:

Students with special needs will be welcomed in the Holyoke Charter School. Most special education students (including those identified as "learning disabled") will thrive in an environment that provides for individual attention, long term relationships with teachers, more time for learning and a variety of teaching and learning styles.

Students whose handicapping conditions require extensive support appropriate to the students' needs will be served by the School with the understanding that a school districts in which they reside.

There may be a relatively small number for whom the Holyoke Charter School w educational setting.



## **18.) Funding:**

### **A. Start-up Budget**

Start up funds for the Holyoke Charter School will be provided by the Edison Project, including:

- development of curriculum, technology system and school operations plan;
- recruiting, selection and pre-service training of staff members; and
- clean up, fix up and equipping of the school facility.

### **B. Five Year Budget**

To be developed.

### **C. Sources of Anticipated Income**

The primary source of income for the Holyoke Charter School will be the per pupil allotment of public funds as described in the Charter Schools law. The Board of Trustees may seek additional money from state economic development funds for necessary improvements to facilities, and from various public and private sources to support the implementation of pre-Kindergarten and other supplemental programs.

## **19.) Accountability:**

The Holyoke Charter School will operate on the basis of clear lines of accountability, all of which focus on successful student performance.

Teachers will be accountable to the principal for the long term development of their students, toward the learning goals set forth in the School's curriculum. Since teachers will be employed on one year contracts (as opposed to permanent tenure), the ultimate accountability for a teacher who fails to perform effectively is dismissal.



The principal will be accountable to the Edison Project for general school operations and for student performance. He or she will benefit from Edison's national system of management and instructional assistance. Since the principal will be employed by the Edison Project on an annual contract, the ultimate accountability for ineffective performance is dismissal.

The Edison Project will be accountable to the Board of Trustees for the overall staffing, equipping and operation of the School. The Board retains the authority to dismiss the Edison Project in the event that the School fails to perform effectively for its students.

The Edison Project and the Board of Trustees of the Holyoke Charter School will also be accountable to the Secretary of Education for the faithful implementation of the School as described in the charter application and in the Edison School design. Failure to meet the requirements of the law will result in revocation of the Charter.

Finally, as a school of choice, the Holyoke Charter School will be accountable directly to the parents who choose to enroll their children. Only if the Holyoke Charter School earns the continued support of parents will it enjoy long term success.

## **20.) Transportation:**

Transportation arrangements for students in the Holyoke Charter School will be developed in cooperation with the Holyoke Public Schools. In keeping with the requirements of the Charter Schools law, the local school committee will be responsible for transporting students who reside within the borders of Holyoke to the Charter School. Transportation arrangements for non-Holyoke residents have yet to be developed.

## **21.) Liability and Insurance:**

To be provided.

## **22.) Governance Documents:**

The Holyoke Charter School will provide the Secretary with copies of the School Constitution, By-laws, Contracts and Incorporation Documents as required, prior to the opening of the School.



## The Holyoke Charter School An Edison Partnership School

### The Founding Coalition

#### For the Holyoke Charter School Group

**David Bartley**

President, Holyoke Community College

**Patrick Bresnahan**

Insurance Executive

**Richard Courchesne**

Area Businessman and Developer

**Maurice Ferriter**

Attorney

**Herberto Flores**

Director, New England Farm Workers Council  
Trustee, University of Massachusetts  
Businessman -- Brightwood Development

**William Hamilton**

Mayor of the City of Holyoke

**Francis Kane**

President, West Springfield Manufacturing Company



**Sue Ellen Panitch**

Executive Director, Medical Partnership

**Joan Steiger**

Attorney

**Richard Towne**

Trustee, Holyoke Community College  
Former Director, Dennison Manufacturing  
Former Director, National Blank Book Company

For the Edison Project

**Deborah McGriff**

Member of the Public School Partnership Team and former  
Superintendent of Schools in Detroit, Michigan.

**Stephen Tracy**

Member of the Public School Partnership Team and former  
Superintendent of Schools in New Milford, Connecticut.



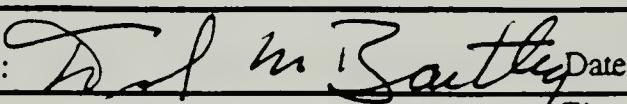
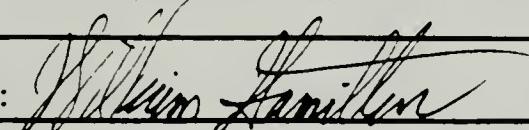
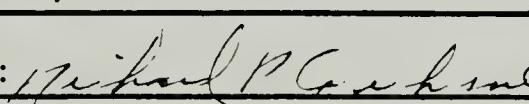
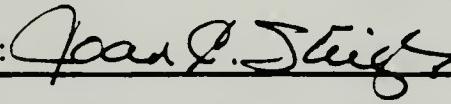
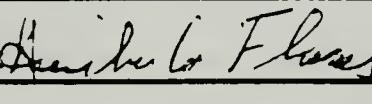
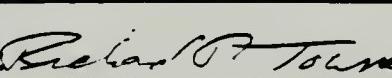
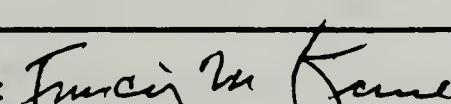
# Commonwealth of Massachusetts

## Executive Office of Education

### Charter School Application

I/We, the undersigned charter school applicant(s), do hereby certify that the information provided herein and filed with the Executive Office of Education on this the 15th day of FEBRUARY (month) of the year 1994, is to the best of my/our knowledge, truthful and accurate.

(This signature sheet must be attached to the application when it is filed.)

Name: DAVID BARTLEY	Signature: 	Date:		
Address: 25 Hillcrest Rd	City: Holyoke	State: MA	Zip: 01040	Tel: 413-536-8617
<hr/>				
Name: William Hamilton	Signature: 	Date: 2-10-94		
Address: 85 Eastern Promenade	City: Holyoke	State: MA	Zip: 01040	Tel: 413-534-2170
<hr/>				
COURCHIERS				
Name: RICARDO P	Signature: 	Date: 2/10/94		
Address: 51 CLEVELAND ST.	City: HOLYOKE	State: MA	Zip: 01046	Tel: 413-532-6061
<hr/>				
Name: JOAN C. STEIGER	Signature: 	Date: 2/10/94		
Address: 15 LINDOR HRS	City: HOLYOKE	State: MA	Zip: 01040	Tel: 413-533-1867
<hr/>				
Name: PATRICK BRESNAHAN	Signature: 	Date: 2/10/94		
Address: 1 WILLIAMS ST.	City: HOLYOKE	State: MA	Zip: 01040	Tel: 533-5873
<hr/>				
Name: HELENE FLORES	Signature: 	Date: 2/10/94		
Address: 628-1640 Main St	City: Springfield	State: MA	Zip: 01103	Tel: (413) 721-2144
<hr/>				
Name: RICHARD P. TOWNE	Signature: 	Date: 2/10/94		
Address: 82 WOODBURY ST.	City: SOUTH Hadley	State: MA	Zip: 01075	Tel: 534-1721
<hr/>				
Name: FRANCIS M. KANE	Signature: 	Date: 2/11/94		
Address: 25 Queen Dr	City: Holyoke	State: MA	Zip: 01040	Tel: 536-3085

If more space is required, please attach additional sheets.

Executive Office of Education, One Ashburton Place, Room 1401, Boston, MA, 02108



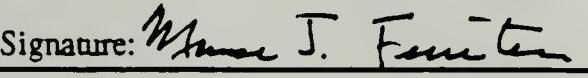
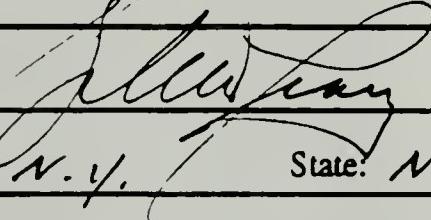
# Commonwealth of Massachusetts

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(This signature sheet must be attached to the application when it is filed.)

Name: Sue Ellen Panitch	Signature: 	Date: 2/11/94	
Address: 134 Madison Ave	City: Holyoke	State: MA Zip: 01040 Tel: (413) 536-5990	
Name: William J. Fenton	Signature: 	Date: 2-14-94	
Address: 31 Long Fellow Dr	Sid: Holycross	State: MA Zip: 01040 Tel: 534-0353	
Name: STEPHEN TRACY EDISON PROJECT	Signature: 	Date: Zip: 10017 Tel: 212-309-1600	
Address: 529 5th AVE.	City: N.Y.	State: N.Y.	
Name:	Signature:	Date:	
Address:	City:	State:	Zip: Tel:
Name:	Signature:	Date:	
Address:	City:	State:	Zip: Tel:
Name:	Signature:	Date:	
Address:	City:	State:	Zip: Tel:
Name:	Signature:	Date:	
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Name:	Signature:	Date:	
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